



U.S. DEPARTMENT of ENERGY

**OFFICE of SECURITY and SAFETY
PERFORMANCE ASSURANCE**

**FY 2005 – FY 2007
HUMAN CAPITAL MANAGEMENT
STRATEGIC PLAN**

September 2005



“Providing a sound foundation for protecting the nation’s nuclear and energy assets through advanced technology and professional development.”

List of Acronyms

ADATP	Advanced Development and Professional Training Program
AWS.....	Alternative Work Schedule
CDP.....	Candidate Development Program
CIO.....	Chief Information Officer
COG	Continuity of Government
COOP	Continuity of Operations
CREM	Classified Removable Electronic Media
DBT.....	Design Basis Threat
DNFSB.....	Defense National Facilities Safety Board
DR	Departmental Representative (to the Defense Nuclear Facilities Safety Board)
DOE	Department of Energy
EO	Executive Order
eXCITE.....	Extended Common Integrated Technology Environment
FTE	Full-Time Equivalents
FY	Fiscal Year
GS	General Schedule
HCM	Human Capital Management
IDP	Individual Development Plans
I-MANAGE	Integrated Management Navigation System
IT.....	Information Technology
LEAP.....	Law Enforcement Availability Pay
MC&A	(Nuclear) Material Control and Accountability
MA	DOE Office of Management and Administration
NBL.....	New Brunswick Laboratory
NTC.....	National Training Center
OA.....	Office of Independent Oversight and Performance Assurance
PDP	Professional Development Program
PMA.....	President's Management Agenda
QRB	Quality Review Board
REL.....	Reviewer's Electronic Library
SEA	Science and Engineering Alliance
SEET.....	Subsidy for Energy Employee's Transit
SES or ES.....	Senior Executive Service
SO	Office of Security
SSA	Office of Security and Safety Performance Assurance
TQP.....	Technical Qualification Program
U.S.	United States
WMD	Weapons of Mass Destruction

**Office of Security and Safety Performance Assurance
Human Capital Management Strategic Plan**

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Executive Summary

The Office of Security and Safety Performance Assurance (SSA) provides for the development and promulgation of DOE security policies, technology, and training programs; the oversight of security and safety programs throughout the Department; and security-related services to DOE Headquarters. SSA is comprised of the Office of Security (SO), the Office of Independent Oversight and Performance Assurance (OA), and three staff-level offices. SSA directly supports the DOE Defense and Environmental Strategic and Staff Office goals by supporting the security of National facilities and assets; the accounting and management of nuclear material within the United States and throughout the world; the remediation of historic nuclear operations; and ensuring site workers, the public, and the environment are protected from DOE hazardous operations and materials. SSA achieves its mission by issuing clear, concise security policies, providing cutting-edge technology-based solutions, providing world-class training programs for security and safety professionals, and applying robust oversight to Departmental operations.

The SSA vision is to provide a sound foundation for protecting the nation's nuclear and energy assets through advanced technology and professional development. This vision captures the SSA role within the Department's overall security (including nuclear safeguards, cyber security, and information security) and safety (including emergency management, and environment, safety, and health) programs. It also emphasizes the two areas that are necessary for the Department to achieve its mission in the most efficient and effective manner, i.e. use of technology and the effective management and development of human capital.

In order to achieve its vision and perform its mission, it is necessary for SSA to maintain a highly qualified workforce with the expertise and skills necessary to support, manage, and conduct security and oversight operations now and in the foreseeable future. The SSA workforce is, and will be, comprised of world-class security and safety professionals grounded in science, engineering, and technology led by effective program and project managers with exceptional communications and marketing skills and supported by innovative resource management experts.

SSA has proposed a reorganization in order to ensure efficient utilization of human resources by restructuring management layers and improving spans of control. SSA anticipates that the new restructuring plan will be fully implemented in early FY 2006. Activities have been initiated to update the SSA skills gap analysis and develop strategies for managing projected gaps as a result of the proposed restructuring effort. Specific efforts include encouraging higher-than-average attrition in selected areas via targeted buy-outs and early retirement, recruiting new employees based on sound skills and organizational requirements, and planning for, creating, and sustaining pools of well-qualified candidates with the skills to meet current and projected critical needs. SSA continues towards completing its four long-term goals in support of Governmental, Departmental, and organizational human capital goals as described in this plan.

Progress towards achieving human capital goals will be tracked and documented in this plan on a quarterly basis.

Introduction

Background

The President's Management Agenda (PMA) regarding the strategic management of human capital calls attention to the challenges of a reduced and aging Federal workforce and the need for each government organization to actively plan for current and future workforce needs. Due to past across-the-board reductions in workforce, many agencies have been left with an imbalance in skill mix to fully accomplish the current and future mission. The President's initiative to remedy the situation calls for agencies to develop five-year workforce restructuring plans with the goal of reducing organizational layers, reducing the time it takes to make decisions, and increase the number of employees who provide services to the public. In addition, the initiative requires agencies to utilize information technology systems to capture knowledge and skills of retiring employees, acquire and develop talent and leadership, and integrate human capital management with performance and budget.

DOE has taken on the challenge of the PMA regarding human capital management by establishing a Workforce Restructuring Plan, issued in January 2002, and Human Capital Management (HCM) Strategic Plan, updated April 2004, to identify and discuss strategies to further the Department's human capital management goals in support of the PMA initiatives. The goals within these plans are designed to improve public service and increase workforce efficiency and economy by building and retaining highly skilled, well-qualified employees. Ongoing workforce planning and analysis will ensure the ability of the Department to identify current and future needs, including identification of workforce competencies needed to carry out the Department's mission. Succession planning and management will enable DOE to target critical functional skill sets, according to identified competencies, and develop strategies to ensure the DOE maintains a well-qualified workforce to meet its needs.

Purpose and Scope

The purpose of this plan is to document the organizational and workforce analyses, HCM strategic goals, and methods and strategies to be used by SSA to ensure that its workforce has the needed skills to ensure mission accomplishment in support of Departmental and PMA initiatives over fiscal years (FY) 2005 - 2007. The efforts described in this document apply to all of SSA organizations (SP-1, SP-1.1, SP-1.2, the Office of Security (SO), and the Office of Independent Oversight and Performance Assurance (OA)).

Contents

The SSA Human Capital Management (HCM) Strategic Plan (the plan) is comprised of the following parts:

- **Introduction** - Provides information regarding the background of HCM within the Government and Department and, the purpose, content, and control of this plan.

- **Strategic Workforce Analyses** - Describes and analyses the SSA organizational functions, priorities and structure, as well as the workforce retirement and demographic data to identify trends, surpluses, and gaps in order to develop long-range strategic goals.
- **Strategic Goals** - Identifies and discusses long-term goals with milestones based on the strategic workforce analysis to address Governmental, Departmental, and organizational workforce issues.
- **Workforce Action Planning** - Identifies activities and strategies SSA will use to achieve the strategic goals resulting from the strategic workforce analysis; and to ensure SSA plans for and maintains a workforce with the right skills to achieve its mission in furtherance of the Department's missions and goals.
- **Program Evaluation** - Describes how SSA will monitor, revise, and evaluate the plan and workforce requirements to ensure effectiveness based on resultant outcomes and changes to resources and other conditions.

Appendix 1. - Contains the SSA HCM Action Plan, which identifies the specific actions, including associated responsibilities and milestone dates, SSA will implement as a result of the strategic workforce analyses, strategic goals, and workforce action planning.

Appendix 2. - Contains SSA HCM quarterly accomplishments.

Attachments - Contain copies of material referenced in this plan such as organizational charts and copies of human capital related documents, e.g., a copy of the SSA supplemental FTE data submitted as part of the SSA FY 2007 Corporate Review Budget request and SSA Critical Skills Gap Analysis.

Document Control

The Director, Office of Resource Management, SP-1.2, is responsible for maintaining and approving changes to this document. This document will be reviewed annually or as required and updated in response to the following:

1. Changes in Departmental HCM strategic goals, or
2. Changes in SSA HCM goals.

This document will be maintained in an electronic document control system and distributed to SSA subordinate office directors and staff as needed.

The SSA HCM Action Plan and Quarterly Accomplishments (Appendices 1 and 2, respectively) and the SSA Critical Skills Gap Analysis spreadsheet (Attachment 4) will be reviewed and updated on a quarterly basis, as needed.

Strategic Workforce Analysis

This section describes the SSA mission, vision and organization. It also analyses the SSA organizational functions, priorities and structure, as well as the workforce retirement and demographic data. Human capital trends, surpluses, and gaps are identified and analyzed in order to develop long-range strategic goals.

Mission

SSA provides for the development and promulgation of DOE security policies and technology; the development delivery of security and safety training programs; the oversight of security and safety programs throughout the Department; and security-related services to DOE Headquarters. At the corporate level, SSA coordinates roles and responsibilities and provides for increased communication between, and efficient management of, SO and OA. SSA performs critical functions that directly support the mission of the Department. These functions include:

- developing and promulgating clear and consistent security policies governing the protection of national security and other critical assets entrusted to the Department;
- developing and providing standardized, comprehensive security and safety training throughout the Department;
- managing the Department's protective force and security operations for DOE facilities located in the National Capital Area, including Continuity of Government facilities and plans;
- providing executive protective services for the Department;
- managing the development and deployment of security technology throughout the Department;
- developing and implementing Department-wide nuclear materials tracking and accounting programs;
- managing the Department's security investigations budget and personnel security programs associated with providing access authorizations to DOE Federal and contract personnel;
- managing the Government-wide program to classify and declassify nuclear weapons-related technology and implement the requirements of Executive Order 12598 regarding the classification and declassification of information that is vital to national security;
- assisting Departmental and other U.S. Governmental organizations in providing adequate protection to national security assets;
- providing specialized security support services to the Department associated with the development and dissemination of security awareness information; maintenance of various security-related database systems; management of the foreign ownership, control, or influence and foreign visits, assignments, and travel programs; and conduct of vulnerability assessments in support of the implementation of the Design Basis Threat Policy;
- conducting performance appraisals to verify that the Department's security interests are protected; the Department can effectively respond to emergencies; and site workers, the public, and the environment are protected from hazardous operations and materials;

- providing the necessary business resource management infrastructure and support to enable and facilitate effective and efficient accomplishment of the SSA mission and security and safety objectives.

SSA will achieve its mission by issuing clear, concise security policies, providing cutting-edge technology-based solutions, providing world-class training programs for security and safety professionals, and applying robust oversight to Departmental operations.

Vision

The SSA vision is to:

“Provide a sound foundation for protecting the nation’s nuclear and energy assets through advanced technology and professional development.”

This vision captures the SSA role within the Department's overall security (including cyber security) and safety (including emergency management, and environment, safety, and health) programs. It also emphasizes the two areas that are necessary for the Department to achieve its mission in the most efficient and effective manner, i.e. use of technology and the development of human capital.

In order to achieve its vision and perform its mission, it is necessary for SSA to maintain a highly qualified workforce with the expertise and skills necessary to support, manage, and conduct security and oversight operations now and in the foreseeable future. This workforce is, and will be, comprised of world-class security and safety professionals grounded in science, engineering, and technology led by effective program and project managers with exceptional communications and marketing skills and supported by innovative resource management experts. SSA will obtain / maintain its ideal staff by ensuring human capital planning and management efforts support achievement of organizational goals that are based on current and projected Departmental missions and goals. Specific human capital efforts include:

1. Encourage higher-than-average attrition in selected areas via buy-outs and early retirement;
2. Planning for, creating, and sustaining pools of well-qualified candidates with the skills to meet current and projected critical needs;
3. Recruiting new employees based on sound skills and organizational requirements; and
4. Investing in the motivation and development of employees.

Strategic Priority

The President’s Management Agenda, Departmental Strategic Plan, DOE HCM Strategic Plan, DOE Management Challenge Initiatives, DOE Security Initiatives, and the Design Basis Threat (DBT) Policy are used as a basis to develop SSA plans and goals. In addition, the results of audit reports and internal management reviews, e.g., the Chiles, Hamre Commission, and Mies

reports, are considered in short and long range planning. The SSA mission and vision are then used to determine the strategies necessary to ensure SSA maintains and plans for a workforce to meet those goals.

Following publication of the Administration's National Energy Policy, the Department developed a Strategic Plan that defines its mission, four strategic goals for accomplishing that mission, and seven general goals to support the strategic goals. As stated in the Departmental Strategic Plan, DOE's Strategic and General Goals will be accomplished not only through the efforts of the major program offices in the Department but with additional effort from offices which support the programs in carrying out the mission.

SSA functions directly support the DOE Defense and Environmental Strategic and Staff Office goals by supporting the security of National facilities and assets; the accounting and management of nuclear material within the United States and throughout the world; the remediation of historic nuclear operations; and ensuring site workers, the public, and the environment are protected from DOE hazardous operations and materials.

In the performance of its mission, SSA incorporates objectives related to government-wide programs i.e., the President's Management Agenda (PMA), pertaining to HCM, competitive sourcing, improved financial management, expanded electronic government, and budget and performance integration.

The Deputy Secretary's directive, entitled "Performance Management: Achieving Internal Consistency and Reinforcing Accountability for Mission Accomplishment," October 10, 2003, required each office to ensure performance objectives derived from DOE mission goals, President's Management Agenda, and/or organization mission goals were included in at least 60% of all Federal employee performance plans for GS-15 positions and below (or equivalent) by April 20, 2004. SSA exceeded the requirement by ensuring 100% of its Federal employees' performance plans for GS-15 positions and below (or equivalent) contained performance objectives derived from or related to DOE mission goals, President's Management Agenda, and/or SSA mission goals.

SSA managers are held accountable through the annual performance appraisal plan process for their ability to carryout the SSA mission and support organizational goals as well as their ability to build and maintain the capability to do so, including maintaining a competent, diverse workforce. This process reinforces managers' understanding of their responsibility for implementing organizational objectives through periodic reviews.

SSA has taken measures to ensure its priorities are in line with the overall priorities of the Department by budgeting for the equipment, personnel, and program financial requirements necessary to account for the increase in emphasis across all SSA technical and overhead functions, including HCM. These measures are documented in SSA budget requests. The Supplemental FTE Data portion of the FY 2007 Corporate Review Budget (see Attachment 2) highlights the link between SSA HCM efforts and the budget process.

Organizational Structure

Attachment 1 contains the organizational chart for SSA. The organization is divided into three sections, SSA corporate offices, consisting of the Offices of the Director, Special Operations, and Resource Management; SO, consisting of a director's office and three subordinate offices; and OA, consisting of a director's office and four subordinate offices. Each of the offices consists of an office director and administrative and technical staff. The majority of the offices maintain team leaders / program managers. Currently there are 22 Office Director positions and two (rating-level) Deputy Director positions. The ratio of Federal supervisor to Federal non-supervisor positions is 1:11, counting Directors and Deputy Directors as supervisors.

During formation of SSA in FY 2004, roles and responsibilities of the organization were carefully selected to avoid redundancy within SO and OA, and other Headquarters and field offices while making use of capabilities outside of SSA (such as the Office of the Chief Information Officer [OCIO]) that support the SSA mission, resulting in an efficient and streamlined organization. For example, the Office of Resource Management, was formed by combining budget, finance, personnel, information technology, and administrative positions from SO and OA in order to provide efficient management of these functions for the entire organization.

SSA has proposed a reorganization in order to ensure efficient utilization of human resources by restructuring management layers and improving spans of control. SSA anticipates that the new restructuring plan will be fully implemented in early FY 2006.

Workforce Profile

SSA workforce retirement information and demographics are based on August 2004 data. Reference to DOE demographics are based on the DOE HCM Strategic Plan, April 2004. It is planned to update the retirement eligibility, grade/gender distribution, and diversity data of the workforce profile after the proposed restructuring is completed.

FTE Allocation: The SSA FY 2007 budget submission indicates a Federal staffing allocation of 313 full-time equivalents (FTE) for FY 2006 and 312 for FY 2007. This represents a reduction of 25 FTE from the FY 2005 allocation of 338. The FTE reduction from FY 2005 to FY 2006 is a result of a workforce analysis and skills evaluation; and streamlining the efficiency of the organization as a result of the Formation of SSA in FY 2004. The reduction of 1 FTE from FY 2006 to FY 2007 is the result of transferring the Cyber Forensics Laboratory activities to the OCIO.

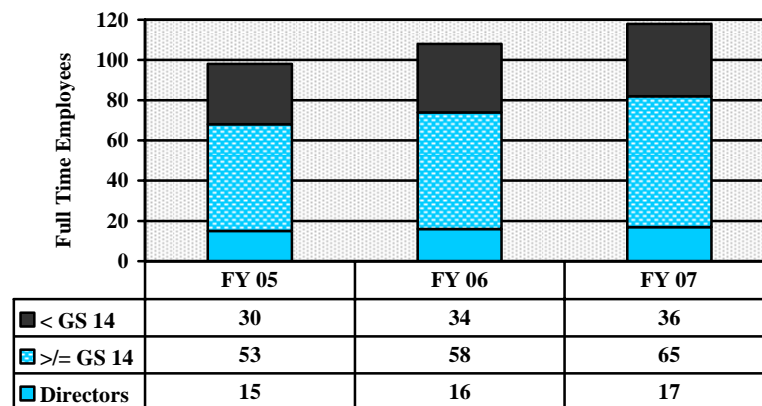
There are 2 additional proposals for transferring functions and associated FTE pending the Office of Management and Budget (OMB) approval that, if approved, will result in further reductions of FTE allocations and better alignment of organization mission.

The SSA FTE allocation includes 40 FTEs for the New Brunswick Laboratory (NBL), located at the Argonne National Laboratory in Illinois, and 5 FTEs for the Departmental Representative to the Defense Nuclear Facilities Safety Board (DR), at Headquarters in Washington, D.C.

Although the SSA budget accounts for NBL and DR FTEs, NBL personnel are managed through the Chicago Operations Office (CH) and DR is a separate programmatic entity. The following workforce analysis applies only to the FTE allocation for which SSA has direct management responsibilities.

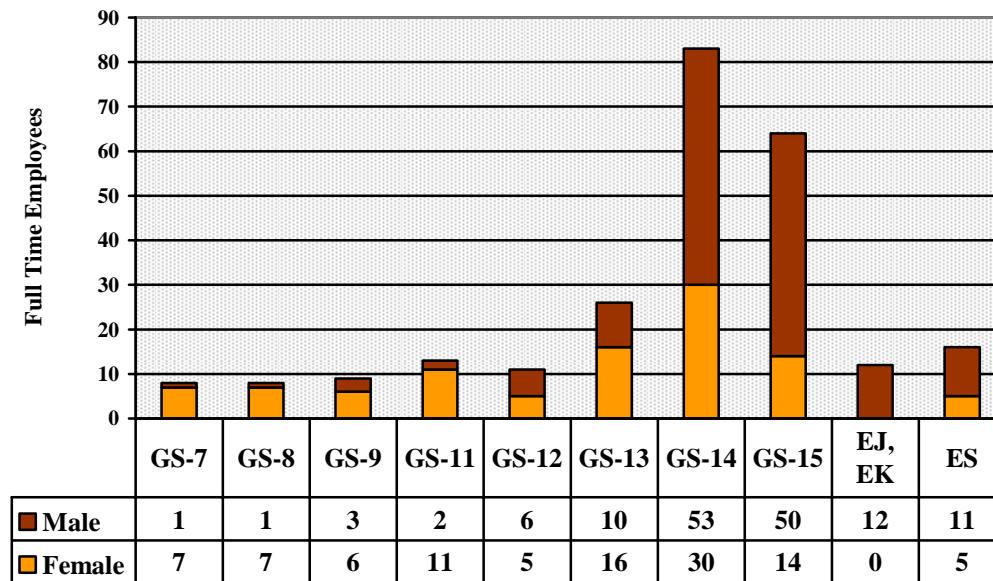
Retirement Eligibility: The number of Federal FTEs eligible for retirement and early retirement over the next three fiscal years is illustrated in Figure 1.

Figure 1. SSA Projected Retirement Eligibility



By the end of FY 2007 approximately one-third of the SSA workforce, in general, and two-thirds of the office directors will be eligible for retirement. However, most of the eligible retirements are based on the early retirement program. Recent experience indicates that few people opt for early retirement when available.

Grade/Gender Distribution: Figure 2. illustrates the distribution of grades/gender for SSA. Whereas the majority of DOE employees fall in the GS-12 to GS-14 grade levels, the overwhelming majority of personnel in SSA fall in the GS-14 and GS-15 grade levels. This is due to the high level of expertise needed within the programs that SSA manages.

Figure 2. SSA Grade/Gender Distribution

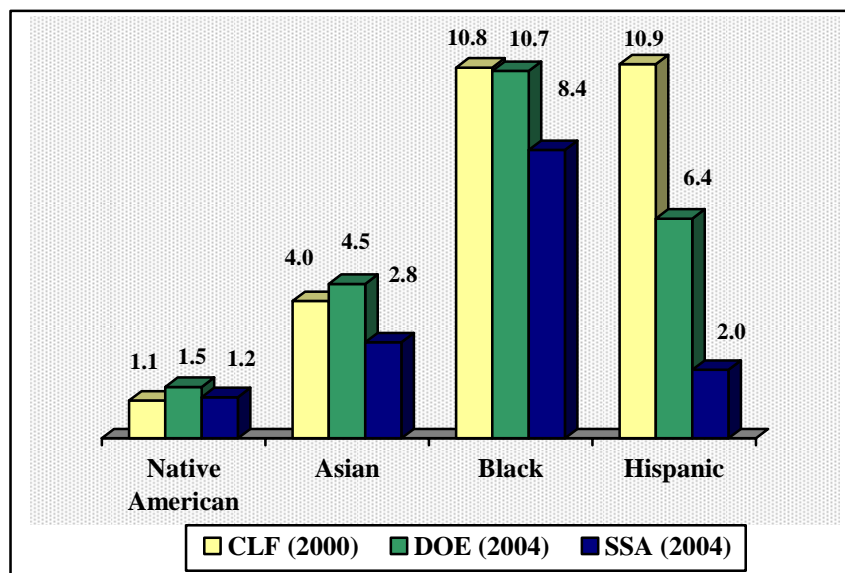
Females represent approximately 40% of the SSA workforce. The percentage of females in grades GS-12 through GS-15 and ES is slightly higher in SSA compared to the Department as a whole. Males are underrepresented in grades GS-7 through GS-11 in SSA; and currently, SSA has no female representation in the EJ or EK grades.

Females occupy 32% of the Director / Deputy Director positions in SSA. This is higher than the Departmental rate of 28%. However, females comprise only 13% of the team lead / program manager positions.

Diversity: Figure 3 illustrates the ethnicity representation within SSA compared to the civilian labor force (CLF) and DOE. Table 1 shows the diversity / grade distribution within SSA.

Figure 3. SSA Ethnic Minority Representation

(All Figures are Percentages)

**Table 1. SSA Ethnic Minority Grade Distribution**

	Native American	Asian	Black	Hispanic
< GS 14	1	1	13	2
GS-14/15	2	6	6	2
EJ, EK	0	0	1	0
ES	0	0	1	1

Other than Native Americans, other ethnic minority groups are underrepresented within SSA, especially the Hispanic group. Additionally, only two of the 22 office directors and three of the 23 team lead / program manager positions are filled with ethnic minority personnel.

Trend Analysis

The following statements are based on data collected from both SO and OA over the past two to three years.

Retirement: Without providing incentives, SSA expects less than five people to retire per year over the next three years. Recent experience indicates that SSA employees generally do not exercise retirement or early retirement options when available.

Turnover: Recent experience indicates that, on average, ten people will leave SSA (SO and OA) on an annual basis to pursue other interests within or outside Government service. This rate is expected to remain constant over the next three years.

Diversity: Although SSA has experienced an increase of women into higher grades and positions of leadership, the same cannot be stated for ethnic minority groups. In addition, the data indicate that women and minority employees are underrepresented in leadership building positions i.e., team lead and program management.

Gap / Surplus Analysis

SSA is continuously analyzing mission and priorities and has identified a number of positions to be eliminated in order to create positions in areas where skill gaps exist and to provide succession opportunities. The positions identified for elimination represent either a surplus of skills or skills that are no longer required for SSA to properly and efficiently meet its organizational objectives. Employees in these positions will be encouraged to take advantage of realignment opportunities within SSA or other Departmental and Governmental organizations, as appropriate; buy-outs; and / or retirement options.

The following occupational and associated skills gaps have been identified based on the organizational analysis performed and a review of the strategic considerations of the Department and the goals outlined for the organization.

Program Management - Several office director positions are currently vacant; and are considered skills gaps by definition. Associated skills include working knowledge of DOE systems associated with resource functions (procurement, purchasing, budget, information technology, administration, and personnel), nuclear safeguards, physical and personnel security, and international relations. Other skills include personnel and contract management, leadership, budgetary, organizational, basic computer, and communications.

Project Management - Although traditionally pertaining to construction, demolition, and remediation of DOE sites, project management skills are required in SSA for managing Departmental computerized nuclear material control and accountability (MC&A) database systems, security and safety training facilities, and security technology development and implementation projects. Associated skills include: working knowledge of DOE security systems; workflow; budgetary; communications; marketing; personnel and contract management; basic to advanced computer; and organizational.

Security – Associated skills include subject matter technical expertise pertaining to nuclear material control and accountability (MC&A) and cyber, personnel, and physical security; analytical; evaluator / investigator; advanced to expert computer; and communications.

Science/Engineering – Associated skills include subject matter expertise regarding physical and chemical science and engineering, analytical, evaluator / investigator, advanced to expert computer, and communications.

Criminal Investigation – Associated skills include: subject matter expertise regarding criminal investigations, firearms and marksmanship, analytical, evaluator / investigator, basic to advanced computer, and communications.

Recruitment and realignment actions are in progress to fill these gaps within approved budget and FTE authorization. Details regarding these actions are discussed in the following sections of this plan.

SSA utilizes contracted service providers to fill critical skills gaps on a temporary, as-needed basis in order to ensure mission accomplishment. Contract support is a practical and cost-effective means to ensure critical skills gaps are filled as it provides an available pool of technical experts and a rapid response to continually changing requirements.

Strategic Goals

SSA will obtain / maintain its ideal staff by ensuring human capital planning and management efforts support achievement of organizational goals that are based on current and projected Departmental missions and goals. In general, SSA will encourage higher-than-average attrition in selected areas via targeted buy-outs and early retirement; recruit new employees based on sound skills and organizational requirements; invest in the motivation and development of employees; and plan for, create, and sustain pools of well-qualified candidates with the skills to meet current and projected critical needs.

Based on the current workforce analysis, SSA has identified four long-term goals in support of Governmental, Departmental, and organizational human capital goals. The goals and subsequent performance indicators are based on the organizational and workforce analyses and target specific areas for improvement within the SSA HCM program. The goals are statements of the intended outcome for each initiative during the three-year planning period. The intended level of performance is expressed via performance indicators as tangible, measurable objectives, against which actual achievement can be compared. Details regarding performance indicator milestones and status are identified in the SSA HCM Action Plan, (Appendix A).

Strategic Goal #1

Complete all personnel and human resource actions associated with the formation of SSA

On December 4, 2003, the Secretary of Energy announced the establishment of SSA effectively combining SO and OA to better coordinate the roles of independent oversight and security policy organizations within the Department. Typically, all personnel-type paperwork, i.e. position description modifications, is required to be completed prior to implementing a reorganization of this scope and magnitude. As the formation of SSA was directed by the Secretary to be completed within a few months, a mass realignment of personnel was performed in order to minimize the effect on current operations being conducted by both OA and SO.

Although the management of personnel-related actions constitutes a continuous effort, the SSA reorganization resulted in a backlog of personnel and administrative actions after the formation of the office. This strategic goal has been developed in order to mark the end of formation efforts and move towards a steady-state mode of operation.

Performance Indicators

1. Identify all personnel and human resource related actions directly related to the formation of SSA that remain open by November 1, 2004.
2. Complete all personnel and human resource related actions directly related to the formation of SSA by December 31, 2004.

Strategic Goal #2**Develop and implement formal skills management programs within SSA.**

From December 2003 to April 2004, a review of missions, functions, responsibilities, and, to some degree, skills, was performed in order to accomplish the reorganization of SO and OA. Both SO and OA had performed or were in the process of performing skills assessments prior to the formation of SSA as previously outlined in each organization's HCM plans. However, neither office's efforts are applicable to the SSA staff offices; and, as a result of the reorganization, may not be applicable to the remaining offices. In addition, the analyses performed could not have taken into account recent events within DOE, i.e. management of classified removable electronic media (CREM), an updated Design Basis Threat (DBT) Policy and the Secretary's Security Initiatives announced in May 2004.

This strategic goal was developed formalize the process of ensuring SSA has the right people performing the right tasks at the right time to accomplish its current and foreseeable future mission. This process will be comprised of performing formal skills analyses to identify critical skills needed to accomplish the SSA mission; developing plans to address skills gaps and surpluses identified in the skills analyses; and implementing the plans. The skills gap / surplus will be addressed via training within existing positions, realignment of personnel within the organization, and recruitment of new hires.

Short-term skill mix management will continue, i.e. filling of critical vacancies from within or via recruitment actions and eliminating surpluses of positions via targeted buy-outs and early retirement, until the results of the formal analysis are completed.

Performance Indicators:

1. Conduct a formal skills analysis throughout SSA by September 30, 2005.
2. Develop a plan to address skills gaps / surpluses by November 30, 2005.
3. Implement the plan to address skills gaps / surpluses by January 1, 2006.
4. Update the skills analysis by September 30, 2006.

Strategic Goal #3**Increase representation of and leadership opportunities for minority groups within SSA**

The workforce analysis indicates that ethnic minority groups are underrepresented within the SSA workforce. The data also indicates that, although females comprise approximately one third of director positions, females and ethnic minorities are underrepresented in leadership building roles, i.e. team lead and program management positions, within SSA. Although SSA does not have control over the availability of qualified females and ethnic minority candidates, it does have some control over the resources allocated and methods used to identify and attract new candidates for employment within SSA and leadership building roles.

The purpose of this goal is to increase efforts towards identifying and attracting qualified females and ethnic minorities to SSA and provide career enhancing / leadership building roles for females and ethnic minority employees. This will be accomplished by utilizing DOE corporate outreach programs and other Government and non-Government recruiting programs. In addition, succession planning / management programs will be modified to emphasize the development of female and ethnic minority employees. Accomplishment of this goal will be measured by completing the identified performance goals and subsequently developed subordinate goals (see SSA HCM Action Plan, Appendix A) as well as actual increases in percentages of representation. Successes will be documented in Appendix B of this plan.

Performance Indicators:

1. Identify current mechanisms used to increase representation of and leadership opportunities for female and ethnic minority groups within SSA by February 28, 2005
2. Develop recommendations for use of additional applicable and available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups within SSA by March 31, 2005.
3. Initiate the use of approved additional mechanisms by April 29, 2005.
4. Update workforce analysis and review use of available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups by October 31, 2005.
5. Update workforce analysis and review use of available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups by October 31, 2006.

Strategic Goal #4**Develop and implement formal succession planning / management programs within SSA**

Succession planning / management enables an organization to target critical functional skill sets according to identified competencies, and then develop strategies to ensure it has a well-qualified workforce to meet its needs. Succession planning focuses on identification of critical positions within an organization and potential candidates to fill those positions. Staffing regulations within the Federal government prohibit the identification of specific individuals to fill positions, however, it is possible to identify critical positions, the competencies associated with such positions, and the skill sets to meet current and changing organizational needs. Succession management focuses on creating and sustaining pools of well-qualified candidates with the skills to meet critical needs as they arise. Sound technical, scientific, and leadership skill sets are the primary focus of succession planning and management activities within the Department and SSA.

Succession planning / management efforts within SSA are currently directed from the Office Director level utilizing a variety of DOE and internally developed processes such as individual development plans (IDP), annual performance appraisal plans, mentoring programs and leadership assignments. Accomplishment of this goal, in conjunction with the skills analyses previously discussed, will ensure a uniform set of succession planning / management processes are used throughout the organization. Implementation of succession planning / management will also ensure SSA has a ready pool of qualified individuals to fill any of the Director positions that may become vacant due to retirement (see Workforce Profile from previous section).

One of the key aspects of this process will be the development of professional / career programs. SSA will ensure its efforts support the Department's efforts in competency-based development especially in the security, safety, and project management subject areas.

Performance Indicators:

1. Identify and review succession planning / management processes currently in use throughout SSA by December 31, 2004.
2. Develop a formal SSA succession planning / management process by April 29, 2005.
3. Communicate the SSA succession planning / management process throughout the organization by May 31, 2005.
4. Initiate the SSA succession planning / management process by June 30, 2005.
5. Update the SSA succession planning / management process by September 30, 2006

Workforce Action Planning

This section contains SSA workforce action planning, consisting of activities and strategies SSA has and will use to conduct day-to-day HCM activities and achieve the strategic goals resulting from the strategic workforce analysis. These activities will ensure SSA plans for and maintains a workforce with the right skills to achieve its mission in furtherance of the Department's missions and goals. Appendix B identifies the successes resulting from the efforts described in this section.

Restructuring

SSA has proposed a reorganization in order to ensure efficient utilization of human resources by restructuring management layers and improving spans of control. SSA anticipates that the new restructuring plan will be fully implemented in early FY 2006. The current configuration of SSA is illustrated in Attachment 1.

Realignment

Internal realignment actions will be processed upon approval of the proposed restructuring effort. The restructuring will give all SSA employees the opportunity to work in a different role within the organization based on qualifications and the needs of the organization. These realignment actions are based on matching skill sets to key positions to increase efficiency and effectiveness of the overall organization.

SSA is continuously analyzing mission and priorities and has identified a number of positions to be eliminated in order to create positions in areas where skill gaps exist. The positions identified for elimination represent either a surplus of skills or skills that are no longer required for SSA to properly and efficiently meet its organizational objectives. Employees in these positions will be encouraged to take advantage of realignment opportunities within SSA or other Departmental and Governmental organizations.

The realignment of personnel within the SSA organization results in the retention of incumbent personnel thereby increasing the efficiency and effectiveness of the organization, maintaining institutional knowledge, and providing for a more fulfilling and challenging career path for the individuals involved.

Recruitment

SSA uses appropriately aggressive and multi-faceted recruitment strategies provided by Management and Administration (MA), such as work/life flexibilities, incentives, and programs, i.e., Law Enforcement Availability Pay (LEAP) and professional credential and student loan repayment program; recruitment bonuses; and the excepted service process, to recruit specific workforce competencies and attract qualified candidates. SSA also uses the USA Jobs and DOE Jobs Internet web sites in addition to brochures located on SSA web sites as mechanisms to attract qualified candidates. In addition, SSA utilizes DOE and other government intern and student programs to identify potential candidates for future full-time opportunities.

SSA will continue to emphasize the recruitment of minorities and women in recruiting efforts in support of the strategic goal of increasing representation of minority groups within its workforce. SSA targets minority institutions and organizations through separate mailings to approximately 600 minority institutions. For example, SSA has an on-going relationship with the Science and Engineering Alliance (SEA), an organization that funds scholarships for minority studies to Historically Black Colleges and Universities, and has budgeted funding to SEA through FY 2007. SSA has also utilized programs such as the Student Diversity Partnership Program to hire qualified individuals.

Emphasis is also being placed on hiring entry level candidates, when possible, in order to support succession planning / management efforts. This emphasis also has the added benefit of lowering overall operational costs for SSA.

SSA Directors are involved in the recruitment of personnel through determination of needs and making personnel selections. Office Directors are the selection officials for candidate selection to their respective offices. The Directors are supported by human resource personnel, who are familiar with human resource flexibilities and tools, in the recruitment process.

Recruitment strategies are assessed by monitoring recruitment actions and status, and the results of recruitment actions to determine which methods result in favorable outcomes regarding quality of candidates, time required to fill positions, and overall costs associated with a particular method.

Retention

SSA retention strategies include recognition of performance and commitment through awards, creating a partnership environment among management and staff, providing meaningful and value-added assignments, allowing personnel to pursue other interests within SSA, and creating a family-friendly environment.

SSA has created an environment where rewards are used to recognize commitment and high performance through monetary and non-monetary mechanisms in order to retain and motivate employees. Monetary awards include merit promotions, quality step increases, performance bonuses, and special act awards. SSA has also developed criteria for awarding quality step increases for annual performance-based awards. Non-monetary awards include compensatory paid time off, certificates of appreciation, public recognition at group functions, and other forms of appreciation consistent with DOE Awards Program. In addition, SSA has developed mechanisms for providing reimbursements of professional credentials and student loans.

The proposed restructuring efforts will give SSA employees the opportunity to work in a different role within the organization. This opportunity has been emphasized to all employees by the Director, SSA, on several occasions. As a result, several individuals are pursuing alternative career paths within SSA. The benefits of these moves provides for a more fulfilling and challenging career path for the individuals involved while filling needed skills gaps within the organization.

SSA allows the use of and participation in a variety of work/life flexibilities, facilities, services and programs to make the organization an attractive place to work. This includes the use of flexi-place and alternative work schedule (AWS) programs, fitness centers, health assessments, employee assistance programs, Law Enforcement Availability Pay (LEAP), Subsidy for Energy Employee's Transit (SEET), and allowances provided by the Family Leave Act. Monitoring of flexibilities' usage is performed to identify the cost effectiveness of the programs and impact on organizational performance. SSA is in the process of updating its Flexiplace handbook to account for current operations.

Employee Development

The SSA staff training and development strategy is based on needed competencies required to meet mission functions and supporting requirements. SSA personnel have a direct impact on the implementation of the organization's mission and therefore are hired, in part, for their education, knowledge, and experience related to the skills needed for SSA to implement its mission functions. Continuous learning and career development is implemented in a variety of ways, including the pursuit of certifications, training, workshops, symposiums, job rotations, inter-office lesson learned sessions, all-hands meetings, and the use of individual development plans (IDP). Management's support of employee development is demonstrated within the budget development (see Attachment 2) process and an SSA program for funding the maintenance of professional credentials and student loan reimbursement.

SSA does not have an office-specific training plan. Training is managed through the DOE Employee Self-Service Training Program, the National Training Center (NTC), and SSA's Office of Resource Management. SSA employees utilize learning technology through web based training courses and interactive learning programs whenever they are available. These are typically used for DOE-wide instruction such as security awareness, protection of classified material, sexual harassment, diversity awareness, and government ethics training. It is also used to administer site-specific training requirements when available. Training provided by organizations external to DOE and the Government is utilized, as necessary, to obtain skills and knowledge necessary for mission accomplishment.

One of the mission elements of SSA is to develop and provide standardized, comprehensive security and safety training throughout the Department, including SSA personnel, through the management of the NTC, located in Albuquerque, NM. The NTC has developed an Advanced Development and Professional Training Program (ADATP) and a Professional Development Program (PDP) as the Department's strategic planning instrument for addressing the experience drain within the security community. These programs provide a comprehensive set of curricula to meet security professionals' development requirements. The programs include career progression track development for critical job series, leadership and management development, intern recruitment and retention, and the conduct of workforce analyses for selected DOE and NSA security organizations. The leadership and management component of the program provide the tools to fulfill future personnel needs in critical security supervisory and management positions.

SSA determines the impact of investment in continuous learning and development of individual performance through feedback and improvement as part of peer reviews, team leader reviews of team members, feedback from internal Quality Review Boards (QRB), and management reviews of personnel performance using annual performance appraisal plans.

Competencies associated with safety programs are maintained through a Technical Qualification Program (TQP) implemented in November of 2003. The TQP was designed to meet the requirements of Defense National Facilities Safety Board (DNFSB) recommendation Number 98-1. Many security-based competencies are maintained through programs developed by SSA for use throughout the Department, e.g. classification / declassification of sensitive information.

In support of the Department's and SSA strategic human capital goals, SSA will be developing formal policies regarding professional / career development especially in the security, safety, and project management subject areas. Specific milestones and accomplishments are identified in Appendix A and B, respectively.

Knowledge Management

SSA implements its strategic knowledge management efforts through integration of in-house and external electronic resources, mentoring programs, and posting of reports for Department-wide distribution.

SSA maintains intra-and internet portals and websites, providing program and project management tools and access to electronic copies of SSA policies, procedures, and unclassified reports; an electronic storage and retrieval system, which contains all SSA correspondence in a searchable form, as well as access to technical documents and reports; and supports DOE-wide electronic systems designed to track classified and unclassified findings identified in performing the SSA mission. SSA also maintains a classified document control center (DCC) containing classified appraisal reports.

The Office of Classification and Information Control utilizes and is developing innovative knowledge management technology to accomplish its mission. These systems are used by SSA as well as DOE and other Government Departments and Agencies in the management of sensitive information.

In the area of classification review SSA has two systems that are now in their third generation of development and use. The Reviewer's Electronic Library (REL) contains difficult to obtain and expensive formal reference documents frequently used by classification reviews in a fully searchable, electronic format. The Knowledge Preservation Library system contains less formal knowledge documents that capture the unique knowledge of senior DOE classification reviewers and other knowledge sources. Both systems provide full text searchable electronic library of key knowledge documents. These libraries provide classification reviewers with insight into the scientific and technical knowledge needed to understand the content of many documents being reviewed and the numerous technical decisions reached in past reviews and allow them to apply that knowledge to current reviews. The result is continued, timely and effective protection of

national security by preventing the accidental release of and spread of weapons of mass destruction (WMD) information.

Other systems are under development in the policy development and guidance subject areas. A Guidance Policy Library is being developed to provide future policy developers key historical reference documents and information regarding the policy development process. It uses electronic document capture, optical character recognition, and full text indexing technology. Capabilities are being incorporated into the Guidance Streamlining Initiative that will eventually provide guide developers and users access to key information on what and why particular information is classified.

For access to external resources, SSA personnel are equipped with desk and lap top computers with Internet access capability. This allows access to information when in the office and when traveling. SSA has developed an information architecture document to describe information technology features.

SSA supports the Extended Common Integrated Technology Environment (eXCITE) program and participates on Integrated Management Navigation System (I-MANAGE) committees. The eXCITE program is designed to consolidate all aspects of common information technology (IT) systems and services in order to improve efficiency, increase IT purchasing power, and reduce overall IT expenditures. I-MANAGE is designed to use technology to meet the challenge for achieving greater management efficiencies.

SSA has developed orientation and mentoring programs to help new employees more quickly contribute to their assigned group's performance and accomplishments. The orientation phase introduces new employees to the organization's day-to-day activities and physical surroundings; and provides an overview of DOE, their assigned organization, and other organizations they will typically interface with. The mentoring phase provides new employees with a more experienced coach over a period of a year to provide insights into the culture and rules of the organization, and enhance understanding of responsibilities and practices.

The orientation and mentoring programs help to perpetuate standards of performance and employee growth consistent with the strategic objectives of the assigned organization and SSA. They also ensure institutional knowledge is maintained within the organization. The orientation and mentoring programs were implemented within OA in FY 2004. Implementation throughout other SSA organizations is currently under review.

SSA maintains all reports from the inspection of individual sites, cross cut subject projects, and lessons learned summaries. The classified reports are maintained in the DCC and unclassified reports are posted on the DOE web site. Access to these reports allows DOE and other Government agencies' and departments' personnel to review positive attributes, areas needing improvement, and best practices for security, cyber security, emergency management, and environment, safety, and health programs. The unclassified reports are also available to the general public and therefore can be utilized by the industrial sector.

Succession Management

SSA ensures continuity of leadership through succession planning / management efforts to ensure continuity of leadership and maintenance of critical skills. Succession planning is implemented through attrition efforts, strategic recruitment; individual development plans (IDP), and annual performance appraisal plans. Succession management is implemented through realignment, restructuring of position grades, filling vacancies with entry level candidates, training, task assignments and mentoring programs.

SSA is continuously analyzing mission and priorities and has identified a number of positions to be eliminated in order to create positions in areas where skill gaps exist and to provide succession opportunities. The positions identified for elimination represent either a surplus of skills or skills that are no longer required for SSA to properly and efficiently meet its organizational objectives. Employees in these positions will be encouraged to take advantage of realignment opportunities within SSA or other Departmental and Governmental organizations; buy-outs; and / or retirement options.

SSA has early retirement authority through September 30, 2005, and is currently requesting buy-out authority as well as early retirement authority through September 30, 2006. SSA believes that it must have both authorities to provide separation options that are much more attractive to employees. These authorities will provide SSA with the opportunity to selectively eliminate functions / skills no longer needed, reduce surplus of skills, reduce the number of higher graded employees, and hire entry-level employees with essential skills and abilities to meet the needs of the organization and Department.

Each SSA Office Director has a Deputy Director or a team leader who is being mentored to potentially grow into a Senior Executive Service (SES) position. In addition, SSA rotates assignments to ensure senior staff members are assigned as team leaders for specific projects and to act on behalf of the Office Director. This provides management and leadership experience for staff career development and provides managers with an opportunity to evaluate staff performance in a leadership role. SSA also submits SES candidates for enrollment in the Candidate Development Program (CDP) and sends recently promoted SES personnel to available SES training courses.

SSA has developed a strategic goal to develop formal succession planning / management processes. Accomplishment of this goal, in conjunction with the accomplishment of a formal skills analysis, will ensure a uniform set of succession planning / management processes are used throughout the organization. Implementation of succession planning / management will also ensure SSA has a ready pool of qualified individuals to fill any of the Director positions that may become vacant due to retirement (see Workforce Profile from previous section).

One of the key aspects of this process will be professional / career development. SSA will ensure its efforts support the Department's efforts in development of critical competencies in the security, safety, and project management subject areas. Specific milestones and accomplishments regarding this strategic goal are presented in Appendices A and B, respectively.

Diversity

SSA has a workforce diversity management program that consists of an SSA Policy on Diversity, a designated Diversity Officer, emphasis on hiring minorities and women, promotion of minorities and women, training employees on diversity awareness, participation in a diversity self-assessment, reporting on diversity accomplishments, an outreach program, and evaluating managers on their ability to promote, develop, apply, and evaluate approaches to achieving and maintaining workforce diversity within their organization. Annual funding of minority education programs is included in SSA budget development (Attachment 3.).

SSA is responsive to the needs of diverse groups through a policy that promotes a staff that is diverse in ethnic, cultural, and social backgrounds and views diversity as one of its greatest strengths. The SSA diversity policy embraces zero tolerance for any form of discrimination, harassment, or exclusionary practice and promotes a work-environment in which employees at all levels are able to resolve conflicts informally.

All SSA personnel are required to take the DOE-wide sexual harassment, diversity awareness, and ethics training to ensure employees understand the meaning of the policy. An SSA Diversity Coordinator has been designated to provide a visible forum for independent advice and assistance to SSA management and staff on diversity-related plans, policies, and activities.

The workforce analysis indicates that ethnic minority groups are underrepresented within the SSA workforce. The data also indicates that, although females comprise approximately one third of director positions, females and ethnic minorities are underrepresented in leadership building roles, i.e. team lead and program management positions, within SSA. Although SSA does not have control over the availability of qualified females and ethnic minority candidates, it does have some control over the resources allocated and methods used to identify and attract new candidates for employment within SSA and leadership building roles.

SSA has developed a strategic goal with the purpose of increasing efforts towards identifying and attracting qualified females and ethnic minorities to SSA and providing career enhancing / leadership building roles for females and ethnic minority employees. This will be accomplished by utilizing DOE corporate outreach programs and other Government and non-Government recruiting programs. In addition, succession planning / management programs will be modified to emphasize the identification and development of female and ethnic minority employees.

Accomplishment will be measured by completing the identified performance goals and subsequently developed subordinate goals (see SSA HCM Action Plan, Appendix A) as well as actual increases in percentages of female and ethnic minority representation. Successes will be documented in Appendix B of this plan.

Program Evaluation

The SSA HCM program will be reviewed, as a minimum, on a quarterly basis by tracking action plan successes against milestones and on an annual basis to determine alignment with Governmental, Departmental, and organizational goals and strategies. Amendments to the plan will be made as necessary.

Appendix A.: SSA HCM Action Plan

This action plan contains performance indicators derived from the SSA (HCM) Strategic Goals and Workforce Action Planning. The performance indicators (PI) identify specific actions to be taken, responsibility assignments, and milestone dates. Quarterly accomplishments are documented in Appendix B.

PI	ACTION ITEM	DUE DATE	STATUS
	STRATEGIC GOAL #1 – Complete all personnel and human resource actions associated with the formation of SSA.	12/31/05 (Date revised from 12/31/04)	In Progress
1-1	Identify all personnel and human resource related actions directly related to the formation of SSA that remain open.	11/01/04	Completed See following PIs for actions identified.
1-2	Revise applicable position descriptions (PDs) related to the formation of SSA; submit to MA for processing.	12/31/04	Completed Ten PDs were revised and the accompanying SF-52s were submitted to MA for processing.
1-3	Develop the information required to fill current vacant positions related to the formation of SSA; submit to MA for processing.	12/31/04	Completed Information was submitted to MA for processing regarding two vacant positions.
1-4	Develop SSA level personnel policies and procedures, e.g. annual and sick leave, flexi-place management; etc.	12/31/05 (Date revised from 12/31/04)	In Progress The procedure on compensatory time off for travel was revised and 6 additional procedures were distributed to SSA employees.
	STRATEGIC GOAL #2 – Develop and implement formal skills management programs within SSA.	09/30/06	In Progress
2-1	Conduct an initial formal skills analysis throughout SSA.	03/18/05	Completed
2-1-1	Review skills analysis efforts previously conducted by SSA.	11/30/04	Completed Skills analysis for both OA and SO has been based on informal review of current and near-term work load by individual office managers.
2-1-2	Evaluate the skills assessment tools available and applicable to SSA.	11/30/04	Completed A review of Government- and DOE-wide tools was performed. A skills analysis review conducted by NNSA has been identified as a model for SSA to conduct its skills analyses as the majority of the functions performed by SSA are security based.

Appendix A.: SSA HCM Action Plan

PI	ACTION ITEM	DUE DATE	STATUS
2-1-3	Develop a skills assessment process.	02/28/05	Completed SSA will utilize the skills gap spreadsheet provided by MA (see Attachment 4). In addition, SSA is incorporating the Management Competencies Assessment spreadsheet in its overall process.
2-1-4	Initiate the skills assessment process.	03/01/05	Completed The Management Competencies Assessment process was initiated on January 22 in accordance with instructions from MA. In addition, development of the skills gap spreadsheet was initiated on January 28 in accordance with the instructions from MA (see Attachment 4).
2-1-5	Develop an initial skills assessment.	03/18/05	Completed An initial critical skills assessment has been completed in accordance with the instructions from MA (see Attachment 4) and a management competencies assessment was submitted to MA on March 18.
2-2	Develop a plan to address skills gaps / surpluses identified in 2-1.	11/30/05	Completed SSA will use a combination of recruitment, realignment, training, professional development, and early retirement/buy out mechanisms to address skills gaps and surpluses.
2-3	Implement the plan developed in 2-2 to address skills gaps / surpluses.	01/01/06	In Progress Details are listed in Appendix B.
2-4	Update the skill analysis	09/30/06	Awaiting completion of 2-1.
	STRATEGIC GOAL #3 – Increase representation of and leadership opportunities for minority groups within SSA.	09/30/07	In Progress
3-1	Identify current mechanisms used to increase representation of and leadership opportunities for female and ethnic minority groups within SSA.	02/28/05	Completed Currently, SSA uses DOE established programs e.g., the Career Intern Program, and rotational assignments within SSA as team and project leaders and outside SSA on special details to provide career enhancing and leadership opportunities for all employees (see Appendix B).

Appendix A.: SSA HCM Action Plan

PI	ACTION ITEM	DUE DATE	STATUS
3-2	Develop recommendations for use of additional applicable and available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups within SSA	03/31/05	Completed SSA is continuing to use the information that is available from the Corporate Outreach and Recruitment Council e.g., job fairs, conferences, etc., that is sent out periodically to SSA staff. In addition SSA has identified several sources from the Recruitment Sources Guide (diversity employment sources, universities and publications) that will use as positions are publicly announced to fill identified skills gaps.
3-3	Initiate the use of approved additional mechanisms.	04/29/05	Completed SSA will initiate the use of the sources from the Recruitment Sources Guide (diversity employment sources, universities and publications) as the opportunity arises.
3-4	Update workforce analysis and review use of available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups.	10/31/05	In progress The workforce analysis of SSA is scheduled to be updated after the proposed restructuring is approved.
3-5	Update workforce analysis and review use of available mechanisms to increase representation of and leadership opportunities for female and ethnic minority groups.	10/31/06	Awaiting completion of previous Performance Indicator.
	STRATEGIC GOAL #4 – Develop and implement formal succession planning / management programs within SSA.	09/30/05	In Progress
4-1	Identify and review succession planning / management processes currently in use throughout SSA.	12/31/04	Completed SSA uses DOE established training programs; and project / team leader assignments for succession planning / management.

Appendix A.: SSA HCM Action Plan

PI	ACTION ITEM	DUE DATE	STATUS
4-1-1	Review OA Orientation and Mentoring Program for implementation throughout SSA.	12/31/04	Completed Review of the OA program indicates documentation and implementation procedures would have to be amended for successful use throughout SSA. It has been decided to convert the OA orientation program for use throughout SSA. The mentoring program will continue to be used only within OA at this time.
4-2	Develop a formal SSA succession planning / management process.	04/29/05	Completed SSA will utilize the professional development programs being developed and administered at the National Training Center, Albuquerque, NM, for security and safety -related positions..
4-3	Communicate the SSA succession planning / management process throughout the organization.	05/31/05	Completed SSA announced the use of the National Training Center professional development programs as its formal succession plan to organizational staff and requested that office managers identify candidates for the program.
4-4	Initiate the SSA succession planning / management process.	06/30/05	Completed To date, eight individuals have been enrolled in National Training Center professional development programs.
4-5	Update the SSA succession planning / management process.	09/30/06	Awaiting completion of previous Performance Indicator.

Appendix B.: SSA HCM Quarterly Accomplishments**4th Quarter, FY 2005**

Some items reflect the status of a particular item as opposed to specific actions initiated or completed this past quarter, e.g. number of individuals utilizing the DOEFlex and AWS programs.

Planning

All action plan items are either on or ahead of schedule.

Realignments (within SSA and DOE)

The following actions have been completed (realignment) or are in progress (detail):

- One (1) individual was realigned from SO-30.2 to SP-1.1
- One (1) individual was realigned from MA to SP-1.21

Recruitments

- Two (2) recruitment actions were initiated.
- Five (5) positions were filled via recruitment actions.

Retention

- Nineteen (17) individuals are currently receiving LEAP.
- One individual is enrolled in the Career Intern Program (CIP).
- Approximately 60% of SSA staff is utilizing the DOEFlex and/or AWS programs.
- Nine (10) managers are enrolled in the Professional Liability Insurance reimbursement program.
- Two(2) career-type promotions were enacted.

Employee Development

The following temporary assignments with other organizations within and outside DOE are ongoing:

- One individual with the Interagency OPSEC Support staff.
- One individual detailed to NNSA Continuity of Operations.

One individual is enrolled in the CIP.

Knowledge Management

Two SSA offices are preparing “Lessons Learned” reports based on inspection results over the past year (or two) for distribution throughout DOE. The reports will identify positive attributes,

Appendix B.: SSA HCM Quarterly Accomplishments

areas requiring improvement and best practices to enhance security and safety throughout the Department. It is planned to distribute the reports to security and safety program personnel throughout the Department.

Succession Management

SSA continued the development of a safety-related professional development program.

Eight (8) individual are enrolled in professional development training programs.

Two (2) individuals are fulfilling temporary assignments with other DOE and Government organizations.

To-date, 10 employees have taken advantage of the early retirement and/or buy-out options, thus freeing positions to be filled with entry level recruits or eliminating skills surpluses.

Diversity

- One (1) white female is enrolled in the CIP.
- Three minority males (one each Black, Hispanic, and American/Alaskan Native) and two white females are enrolled in the professional development program at the National Training Center.
- Two (2) black females were promoted

3rd Quarter, FY 2005

Some items reflect the status of a particular item as opposed to specific actions initiated or completed this past quarter, e.g. number of individuals utilizing the DOEFlex and AWS programs.

Planning

All action plan items are either on or ahead of schedule.

Realignments (within SSA)

The following actions have been completed (realignment) or are in progress (detail):

- One individual was realigned from SO-20.3 to SO-20

Recruitments

- Twelve (12) recruitment actions were initiated.
- Seven (7) positions were filled via recruitment actions.

Appendix B.: SSA HCM Quarterly Accomplishments**Retention**

- Nineteen (19) individuals are currently receiving LEAP.
- One individual is enrolled in the Career Intern Program (CIP)
- Approximately 60% of SSA staff is utilizing the DOEFlex and/or AWS programs.
- Nine (9) managers are enrolled in the Professional Liability Insurance reimbursement program.
- One individual (Executive Protection) are being provided Administratively Uncontrollable Overtime (AUO) pay.
- Six (6) recruit/promotion and one career-type promotion were enacted.

Employee Development

The following temporary assignments with other organizations within and outside DOE are ongoing:

- One individual with the Under Secretary's Office, Office of Energy, Science, and Environment; and
- One individual with the Interagency OPSEC Support staff.

One individual is enrolled in the CIP.

Knowledge Management

Two OA offices are preparing "Lessons Learned" reports based on inspection results over the past year (or two) for distribution throughout DOE. The reports will identify positive attributes, areas requiring improvement and best practices to enhance safeguards and security and safety throughout the Department. It is planned to distribute the reports to safeguards and security and safety program personnel throughout the Department.

Succession Management

SSA continued the development of a safety-related professional development program.

Eight (8) individual are enrolled in professional development training programs.

Four (4) individuals are fulfilling temporary assignments with other DOE and Government organizations.

Diversity

- One (1) white female is enrolled in the CIP.

Appendix B.: SSA HCM Quarterly Accomplishments

- Three minority males (one each Black, Hispanic, and American/Alaskan Native) and two white females were enrolled in the professional development program at the National Training Center.

2nd Quarter, FY 2005

Some items reflect the status of a particular item as opposed to specific actions initiated or completed this past quarter, e.g. number of individuals utilizing the DOEFlex and AWS programs.

Planning

All but one of the performance indicators (PI) identified in the SSA HCM Action Plan were completed within the assigned due date. PI 1-4, regarding the development of SSA level personnel policies and procedures, has been reassigned a date of 12/31/05 because further review has resulted in the identification of over 30 procedures regarding document control, use of government equipment, alternative work schedules, etc. for development and/or conversion. To date, a procedure regarding the development and maintenance of policies and practices and a procedure regarding workspace alterations and moves have been developed and presented to senior management for review.

Realignments (within SSA)

The following actions have been completed (realignment) or are in progress (detail):

- One individual was realigned from OA-10 to SO-10.3 as Director, SO-10.3 (National Training Center)
- One individual was realigned from OA-20 to SO-20.
- One individual was realigned from SO-30.1 to SO-10.3.

Transfers (from other DOE or U.S. Agency/Department office)

- Two (2) positions were filled via transfers.

Recruitments

- Six (6) recruitment actions were initiated.
- Fifteen (15) positions were filled via recruitment actions.

Retention

- Fifteen (15) individuals are currently receiving LEAP.
- One individual is enrolled in the Career Intern Program (CIP).
- Approximately 60% of SSA staff is utilizing the DOEFlex and/or AWS programs.

Appendix B.: SSA HCM Quarterly Accomplishments

- Nine (9) managers are enrolled in the Professional Liability Insurance reimbursement program.
- One individual (Executive Protection) are being provided Administratively Uncontrollable Overtime (AUO) pay.
- Six (6) recruit/promotion and one career-type promotion were enacted.

Employee Development

The following temporary assignments with other organizations within and outside DOE are ongoing:

- One individual with the Under Secretary's Office, Office of Energy, Science, and Environment; and
- One individual with the Interagency OPSEC Support staff.

One individual is enrolled in the CIP.

Knowledge Management

Provided requested information to the Knowledge Management Working Group regarding use of the DOE Portal and Communities of Practice.

All applicable computer stations are now incorporated into the eXCITE program.

Two (2) individuals were enrolled in the orientation / mentoring program as new employees to OA.

Two OA offices are preparing "Lessons Learned" reports based on inspection results over the past year (or two) for distribution throughout DOE. The reports will identify positive attributes, areas requiring improvement and best practices to enhance safeguards and security and safety throughout the Department. It is planned to distribute the reports to safeguards and security and safety program personnel throughout the Department.

Succession Management

SSA initiated a pilot security-related professional development program and continued the development of a similar program for safety-related professions.

Ten (10) individuals retired/early retired or resigned with buy outs under the authority granted SSA for FY05. This gives SSA the potential to fill critical skills needs positions with entry – level personnel.

One (1) individual is enrolled in training programs and four (4) individuals are fulfilling temporary assignments with other DOE and Government organizations.

Appendix B.: SSA HCM Quarterly Accomplishments

Two (2) individuals were enrolled in the orientation / mentoring program as new employees to OA.

Diversity

- Three (3) white females were promoted.
- One (1) black female was recruited.
- One (1) white female is enrolled in the CIP.
- One (1) Asian male was recruited.

1st Quarter, FY 2005

Some items reflect the status of a particular item as opposed to specific actions initiated or completed this past quarter, e.g. number of individuals utilizing the DOEFlex and AWS programs.

Planning

All but one of the performance indicators (PI) identified in the SSA HCM Action Plan were completed within the assigned due date. PI 1-2-3, regarding the development of SSA level personnel policies and procedures, has been reassigned a date of 3/31/05.

Realignment

The following actions have been completed (realignment) or are in progress (detail):

- One individual was realigned from OA to SP-1.2 as the Director of the Office of Resource Management; and
- One individual is on detail from OA-10 to SO-10.3 as Director (acting) of the National Training Center.

Recruiting

Ten (10) recruitment actions were initiated.

Two (2) positions were filled.

Retention

Forty (40) individuals received Special Act or Awards.

Fifteen (15) individuals are currently receiving LEAP.

One individual is enrolled in the CIP and one is enrolled in LTP.

Appendix B.: SSA HCM Quarterly Accomplishments

Approximately 60% of SSA staff is utilizing the DOEFlex and/or AWS programs.

Nine (9) managers are enrolled in the Professional Liability Insurance reimbursement program.

One individual (Executive Protection) are being provided Administratively Uncontrollable Overtime (AUO) pay.

Five (5) recruit/promotions, one temporary promotion and one career-type promotion, were enacted.

Employee Development

The following temporary assignments with other organizations within and outside DOE are ongoing:

- One individual with the Office of Energy, Science, and Environment;
- One individual with the Interagency OPSEC Support staff;
- Two individuals with NNSA; and
- One individual with the OCIO.

One individual is enrolled in the CIP and one is enrolled in LTP.

Knowledge Management

Twenty-one (21) computer stations were incorporated into the eXCITE program. This completes the migration of all SSA computer stations to the eXCITE program.

Two (2) individuals were enrolled in the orientation / mentoring program as new employees to OA.

Two OA offices are preparing “Lessons Learned” reports based on inspection results over the past year (or two) for distribution throughout DOE. The reports will identify positive attributes, areas requiring improvement and best practices to enhance safeguards and security and safety throughout the Department.

Completed subject matter expert (SME) directory and knowledge management (KM) tools and methodology directory; submitted to MA.

Succession Management

Two (2) individuals are enrolled in training programs and five (5) individuals are fulfilling temporary assignments with other DOE and Government organizations.

Diversity

Appendix B.: SSA HCM Quarterly Accomplishments

Three (3) white females were promoted.

4th Quarter, FY 2004

As this is the first quarterly reporting for SSA, some items reflect the status of a particular item as opposed to specific actions initiated or completed this past quarter, e.g. number of individuals utilizing the DOEFlex and AWS programs.

Planning

Developed SSA Human Capital Strategic Management Plan. This entailed performing an overall workforce analysis of SSA, developing strategic goals for entire organization, and combining HCM efforts of OA and SO.

Realignment

The following actions have been completed (realignment) or are in progress (detail):

- One individual was realigned from SO-10 to SO-30;
- One individual was realigned from SO-10 to OA-30;
- One individual was realigned from SO-20 to OA-10;
- One individual is on detail from OA-10 to SO-10.3 as Director (acting) of the National Training Center;
- One individual is on detail from OA to SP-1.2 as Director (acting) of Resource Management; and
- One individual is on detail from OA-10 to SO-30.

Recruiting

Utilized the DOE Summer Intern Program by hiring an intern.

Twenty-two (22) recruitment actions were initiated. Two of these positions were amended to lower grade or entry level positions with the purpose of creating career ladders and lowering overall costs.

Three positions were filled, including the hiring of a black male, utilizing one recruiting and two relocation bonuses.

Retention

Three individuals received Special Act or Service Awards.

Fifteen (15) individuals are currently receiving LEAP.

Appendix B.: SSA HCM Quarterly Accomplishments

One individual is enrolled in the CIP and one is enrolled in LTP.

Approximately 60% of SSA staff is utilizing the DOEFlex and/or AWS programs.

Eleven (11) managers are enrolled in the Professional Liability Insurance reimbursement program.

Two individuals (Executive Protection) are being provided Administratively Uncontrollable Overtime (AUO) pay.

Eleven (11) promotions, four temporary and seven career, were enacted.

Employee Development

Two individuals are filling temporary assignments with other organizations within and outside DOE; one with the Office of Energy, Science, and Environment and one with the Interagency OPSEC Support staff.

One individual is enrolled in the CIP and one is enrolled in LTP.

One individual obtained Certified Project Manager this quarter.

Knowledge Management

Fifty-one (51) computer stations were incorporated into the eXCITE program.

Three individuals were enrolled in the orientation / mentoring program as new employees to OA.

Succession Management

One high grade-level employee retired this past quarter. It is intended to amend the vacant position to an entry level or reduced level position thereby creating a career success ladder and potential upward mobility.

Of the twenty-two recruitment actions initiated this quarter, two have been amended to lower grade or entry level positions with the purpose of creating career ladders and lowering overall costs.

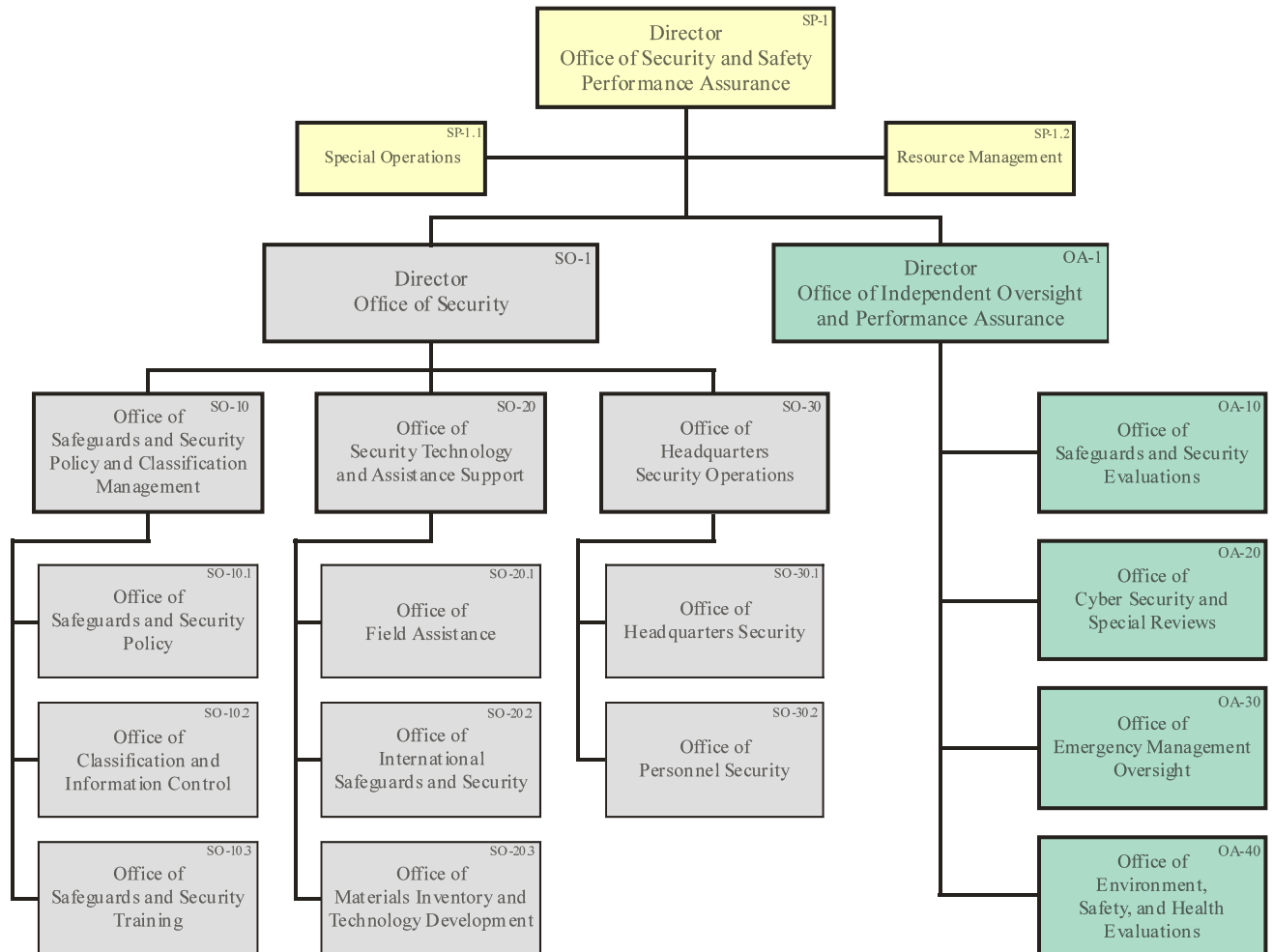
One individual obtained Certified Project Manager status this quarter in support of the Department's Project Management Career Development Program.

Diversity

One of the new employees recruited is a black male.

Three white females and one black female were promoted.

Attachment 1

Office of Security and Safety Performance Assurance

Attachment 2

Office of Security and Safety Performance Assurance (SSA)
Department of Energy
FY 2007 Corporate Review Budget
Supplemental FTE Data Worksheet

	(dollars in thousands)					
	FY 2006	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011
1. Organization Changes						
a) Site Closure	NA	NA	NA	NA	NA	NA
b) Consolidation of Functions	A review is currently being performed to determine if the current organizational structure is appropriate.					
2. Functional Transfers	SSA continues to study organization to determine if additional functional transfers are needed.					
a) Staffing	3 FTE	3 FTE	3 FTE	3 FTE	3 FTE	3 FTE
b) Salary and Benefits	499	517	536	555	574	594
c) Support Service Contracts	1,435	1,435	1,435	1,435	1,435	1,435
d) A-76	0	0	0	0	0	0
e) Working Capital Fund	18	18	18	18	19	19
f) Other	12	12	12	12	12	12
3. Competitive Sourcing	SSA serves as the Validation and Verification Official for all DOE competitive sourcing studies and provides other A-76 related services to the Department. (1.0 FTE @ \$120K)					
4. Other Changes						
a) A-76	0	0	0	0	0	0
b) Abolish Positions	0	0	0	0	0	0
c) Incentives	2,000	2,000	2,000	2,000	2,000	2,000
d) Reduction in Force	0	0	0	0	0	0
e) Retraining	250	250	250	250	250	250
f) Special Programs	0	0	0	0	0	0
g) Special Circumstances	0	0	0	0	0	0
h) Succession Planning	750	500	500	500	500	500
i) Support Service Contracts	18,671	18,692	18,361	18,335	18,272	18,155
j) Working Capital	6043	5946	5946	5946	5946	5946
k) PCS	100	100	100	100	100	100
l) LEAP	324	329	334	339	344	360

4. Other Changes Notes

- a) In FY 2005 the New Brunswick Laboratory is undergoing an A-76 study. Savings realized from this study will be reflected in next year's report.
- b), d) None are planned. If any should occur in the outyears, these will be performed in the first quarter of the year so there are sufficient funds to cover all associated costs.

Attachment 2

**Office of Security and Safety Performance Assurance (SSA)
Department of Energy
FY 2007 Corporate Review Budget
Supplemental FTE Data Worksheet**

- c) Incentives include: performance awards, within grade promotions, SEET, special acts, and on-the-spot awards.
- e) Retraining includes: TQP, project management, contract specialist, protective force, executive protection, and security awareness training.
- f), g) None are planned. If circumstances arise, retooling of efforts will occur so additional funding is not required.
- h) Succession planning is incorporated with training funds and mentoring activities. In addition, funds reflect the maintenance of the Leadership Development Performance program at the National Training Center.
- i), j) Funding is based on a steady state level of support to meet mission requirements.
- k) Funding assumes 2 to 3 moves per annum.
- l) Provides overtime and hazardous duty pay to SSA Executive Protection personnel.

Attachment 3

**Department of Energy
FY 2007 Corporate Budget Request
Office of Security and Safety Performance Assurance (SSA)
Minority Educational Institutions**

Appropriation/Decision Unit	Name of Institution	(dollars in thousands)		
		FY 2005	FY 2006	FY 2007
Other Defense Activities/Security and Safety Performance Assurance	Institutions of Higher Education	68	68	68

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Attachment 4

Critical Skills Gap Analysis Spreadsheet